



California Department of Corrections and Rehabilitation

Staff News

Communicating with Professionals in Corrections and Parole

www.cdcr.ca.gov

January 17, 2006

The Staff News Interview 15 Minutes With...



Matt Powers

By Julia Blanton
Staff Writer
Office of Public &
Employee Communication

Matt Powers was appointed as the General Manager for the Prison Industry Authority in August 2004 and oversees approximately 670 staff 5,600 inmates, and a budget of \$170 million. He has over 23 years of service with the Sacramento Police Department serving as the Deputy Chief of Police as well as in other leadership positions.



Federal Bureau of Prisons Director Harley G. Lappin (l) discusses prison policies with Secretary Hickman during a recent CDCR visit to the nation's capitol. Many states as well as the federal government are following the CDCR reform efforts with great interest.

Q: What is your vision for the Prison Industry Authority?

A: My vision for PIA is very simple and straightforward: "Grow the business, to grow the inmate workforce" because employed inmates and parolees mean safer prisons and safer communities.

Q: As the General Manager for the Prison Industry Authority what do you see as your primary function in the Department of Corrections and Rehabilitation?

A: PIA's primary function is to provide job skill training to inmates and assist them in obtaining meaningful employ-

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Leadership Development Program Begins at CDCR; Retirements Spur Recruitment Effort

The California Department of Corrections and Rehabilitation in cooperation with Sacramento State begins an innovative series of continuing education classes on Jan. 11 to train CDCR staff to become future leaders of the department.

This is the first of a three-stage leadership training and succession strategy to assure that public safety and reforms continue uninterrupted into the next decade.

"With the large number of retirements expected, this department has an obligation to begin training the leaders of tomorrow – today," said CDCR Secretary **Roderick Q. Hickman**. "We know those best and brightest are out there – in the institutions and in the offices statewide – providing a high level of public safety and public service. This program will get them ready to assume leadership opportunities available today – and maintain the necessary momentum for

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San Francisco County Parolees Gather and Ship Supplies to Hurricane Victims

By Julia Blanton
Staff Writer

Even before **Secretary Hickman** sent out a memo calling on all Department of Corrections and Rehabilitation employees to provide any type of relief that they could to the victims of Hurricane Katrina, Parole Agent **Ken**

Wong of San Francisco knew that it was his civil duty to help out.

Agent Wong heard about other law enforcement officers all over the country doing their part to help the hurricane victims, and he wanted to know what he could do to help the parole agents in New Orleans.

He proceeded to contact the parole supervisor of the New Orleans' parole unit and learned, as he had



Two participating merchants stand with Josephine Tamayo (c) and Shirley Poe (r).

expected, that the unit was in need of all types of supplies.

Luckily, Agent Wong was able to take advantage of his many contacts with San Francisco merchants. They donated clothing, hygiene products, and coffee mugs to send to the parole unit of New Orleans. With the help of Parole Administrator **Josephine Tamayo** and Regional Administrator **Shirley Poe**, Agent

Wong sent out 18 boxes, totaling in over \$8,790 worth of supplies. The boxes were received with much need and gratitude, and the parole agents struck by Hurricane Katrina will never forget their efforts.

Agent Wong and the San Francisco Parole unit have purchased 100 teddy bears to send to the hurricane victims for Christmas presents. It is the hope of

Agent Wong and the other CDCR employees that have helped in the Katrina relief effort, that more people in the department will contribute their time to the cause as well. He stated,

"Secretary Hickman's memo asked us to get involved with the Hurricane Katrina relief effort, and that is what I did. I followed what the Secretary asked for. I hope that other people will follow."

Montanez Named as BPH Victims Services Coordinator

Effective Dec 1, **Monica Montanez** began serving as the new Victim Services Coordinator for the Board of Parole Hearings. Although the position now directly reports to the Office of Victim and Survivor Services, Montanez will remain physically in the Board of Parole Hearing's Executive Office and will continue to work closely with the Executive Officer and the Board of Parole Hearing Commissioners.

Montanez has a long history of victim service experience. She began her career with the California Youth Authority in 1992 and has worked in

victim services since 1995. She has received formal training on crime victim rights and services through the National Victim Assistance Academy. She is also certified by the American Probation and Parole Association (in conjunction with the federal Office for Victims of Crime) to provide training on victim-related practices in probation and parole.

Ms. Montanez has extensive experience in educating crime victims and survivors about their rights. She also has assisted victims in preparing victim impact statements in both English and Spanish and has served

as a Spanish interpreter for victims attending parole board hearings for juvenile offenders.

Submissions

StaffNews publicize staff activities, innovative programs, and transmits important information to the rank-and-file. To this end, we need stories and pictures to be submitted for publication. Please send your submissions to:

agencynews@cdcr.ca.gov

Mule Creek Prison Art Show Nets \$11,000

By Julie Nichols

AA/PIO Mule Creek Prison

The 17th Annual Inside/Out Art Sale raised approximately \$11,000, which was made possible through the

The money is donated directly to Operation Care. With the Department of Corrections and Rehabilita-

positive effects, such as, allowing inmates the opportunity to give back to the community through their time and talent by raising funds for victims. It also fosters positive relationships with the public and staff by bringing beautiful artwork from within the institutional walls out to the community for many to enjoy. Participating inmates have a raised awareness of the devastating effects of victimization, thereby enhancing rehabilitation efforts. Additionally, the art sale provides a forum for the institution to build a partnership with the community in a positive manner.

A portion of the money raised will be used to fund materials for next year's annual art sale. With the current budget deficit, this money helps ensure MCSP's continued participation in this worthy cause.



A number of different art forms were represented at the Inside/Out Art Sale.

joint efforts of Mule Creek State Prison staff, participating inmates, and with the help and support from Operation Care, a local non-profit..

tions current focus on rehabilitation, the Art sale works as one step in fulfilling that goal.

The program has a number of

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all classes and ranges of CDCR employees to participate in continuing education."

The CDCR Leadership Development Program closely models an innovative and successful program that Caltrans has used these past five years. However, an unusually high number of retiring high level managers has created opportunities for upward mobility for a number of CDCR employees. This Leadership Development Program will give those employees the necessary skills to assume these available positions.

While the present program will cultivate middle and upper level managers first for the leadership positions, the idea behind the multi-stage suc-

cession planning is to insure that eventually all CDCR employees, whether they are correctional officers, budget analysts, health care workers, or rehabilitative services employees – will have the opportunity to change and grow and contribute to the necessary reforms that CDCR must make to meet the challenges ahead.

"This partnership is a natural extension of Sacramento State's role in educating the state's future leaders," says University President **Alexander Gonzalez**. "Our location in the state capital makes us ideally positioned to



Caltrans Director Will Kempton (l), and Sacramento State President Alexander Gonzalez (r) listen to Secretary Hickman.

help meet the current and future needs of the state government and its employees."

The program – which will be offered through the University's College of Continuing Education – is designed to address the fast-approaching retire-

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15 Minutes..*(From page one)*

ment upon parole. PIA plays an important role in the rehabilitation efforts of the Department as we are finding success in assisting parolees to obtain employment and consequently reducing the number of inmates that are returning to our institutions.

By pursuing our business success and serving our customers, our workforce will grow. Over the last few years, the number of inmates working in PIA has declined. My objective is to help parolees acquire meaningful careers, thereby becoming taxpayers rather than tax recipients. While working for the Sacramento Police Department, I know the price that society pays for crime and the consequences of a parolee hitting the streets without a job.

Q: How does the reorganization of CDCR impact PIA?

A: PIA's connection with CDCR has been strengthened with the reorganization of the Department. We have formed new relationships where we can help one another, and we are finding that our goals are very consistent.

Obviously, we need the support of the Department to use our products and services, and conversely, PIA has been very successful in our training and rehabilitation efforts, which have become an important part of the CDCR's overall direction.

We are always looking for new ways to support CDCR. For example the Prison Industry Board recently approved the construction of new modular buildings to support CDCR's efforts in meeting its space needs.

Together, we are overcoming obstacles that will allow us to grow our business and help reduce the num-



PIA General Manager Matt Powers

ber of inmates that are returning to prison.

Q: What strategies have you implemented to direct the course of the organization?

A: Since PIA is a business, one of the first tools that I needed for the organization was the development of a Strategic Business Plan from which we could establish a new direction.

In February 2005, our new plan was introduced to our staff that provides for a straightforward approach for implementing our four new goals: achieve self-sufficiency, build inmate success, exceed customer expectations, and promote and support PIA.

This business plan includes new marketing, operational, and development approaches and a new organizational structure. These are areas that are normally needed by any successful enterprise to guide their development.

Q: Are you seeing progress with your Strategic Business Plan?

A. Unlike most Strategic Business Plans that just gather dust, ours is a dynamic, living document. I meet each week with my Executive staff to re-

view the status of our plan and examine our progress. Integral in our efforts is PIA's ability to be profitable. Our plan is to grow our business; however, we cannot grow if we are not profitable.

As a business we will be concentrating on producing high quality and competitively priced products that are delivered in a timely manner. PIA recorded its highest revenue ever in fiscal year 2004-05 of over \$170 million.

This is a testament to all of our staff who have worked so diligently during the last year.

Q: How is your plan addressing the need to increase employment for PIA inmates once they parole?

A: PIA is focusing significant attention on the successful reintegration of PIA's inmates back into society. We are working in various areas to enhance our Inmate Employability Program by collaborating with pre- and post-release programs.

PIA has established our own Job Referral Program that was developed to identify and assist qualified PIA parolees with job referrals to employers.

Nominated parolees can contact Job Referral Coordinator Heidi Maule (916.358.1729) who will assist the parolee in job interview readiness. She can provide employer contacts and other job search/community services information.

The process begins when a PIA supervisor nominates an inmate for this program. The inmate must be within 120 days of parole and have:

- Completed an industry-accredited certification program or re-

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CDCR Employee Returns from Hurricane Wilma Red Cross Duty

By Kenneth Gabaldo
Correctional Counselor III

For years I have been struggling to find ways to give back to my community, specifically, the under privileged. Sometimes the unexpected occur – and we are suddenly offered that opportunity.

One evening, at the end of September, I was watching the evening news when a story caught my attention. The story identified the massive damage Hurricane Katrina had caused and the many lives that might still be in danger without the help of emergency volunteer workers. My wife was also listening to the report and encouraged me to volunteer. I was so inspired; I called the local Red Cross chapter the following day.

They (The Red Cross) acknowledged and appreciated my call and asked if I would be willing to attend a weekend training session in preparation for deployment, I agreed. The next weekend, I was sitting in the Sutter Hospital conference room with more than 100 potential volunteers.

By the end of the day, I had completed three certification courses including Shelter operations, Disaster Services and Mass Care. They were so interested in my application; they pulled me aside between classes to gather more information. They were especially interested in my custody and counseling experiences. They thought I would be suitable for a position as an Emergency Response Vehicle (ERV) driver. I was honored. On Oct. 24th Hurricane Wilma hit the Florida coast. On Oct. 25th I received a telephone message to call the Red Cross. The following morning a woman named Rose answered my call informing me that I was be-



Kenneth Gabaldo stands with children and other volunteers during his tour of duty.

ing deployed and I needed to arrange a flight to Orlando Florida as soon as possible. I informed my supervisor of the event and off I went.

On Oct. 26th I arrived in Orlando, Florida in the very early morning hours. While I waited for my Avis rental car, I met three other volunteers who agreed to ride with me. We were instructed to stay at the Walt Disney World Sports Inn in Orlando and report to the Sheraton Hotel in Miami (the new Red Cross command staging area) the following afternoon.

The following morning we drove 365 miles to Miami, arriving at approximately 4 p.m. A supervisor at the orientation desk instructed us to sign-in and go to the nearest hotel for the night and report back at the Sheraton first thing in the morning. It took four days for the logistical operation to establish deployment.

Upon arriving at the West Palm Beach Red Cross chapter we discovered we were actually assigned to the town of Pahokee. Pahokee is a small poverty-stricken town seventy miles west of Palm Beach at the tip of the Everglades. The average annual in-

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Staff News

The Electronic Edition

The *Staff News* is published monthly by the Department of Corrections and Rehabilitation Office of Press and Communications.

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Calipatria State Prison Administrator Sponsors Academic Exchange Program with India

By Raymond Madden
AA/PIO Calipatria State Prison

On Aug. 3, Calipatria State Prison Correctional Administrator **Mark Bourland** left for New Delhi, India to chaperone 35 Indian High School students to the United States for a one year academic exchange program.

The students, the first from India in thirty eight years, were participants in the Youth Exchange and Study Program (YES). The program, sponsored by the U.S. Department of State, Bureau of Educational and Cultural Affairs, provides scholarships for secondary school students from countries with significant Muslim populations for their year in the U.S.

The students live with host families, attend school, and engage in activities to learn about American society and values, acquire leadership skills, and help educate Americans about their countries and cultures. This year, there are 640 total participants from Nigeria, Tunisia, Lebanon, Jordan, West Bank/Gaza, Egypt, Kuwait, Syria, Yemen, Turkey, Pakistan, Malaysia, Indonesia, Iraq, Morocco, Afghanistan, the Philippines, Algeria, Bangladesh, Israel (Arab community), India, Saudi Arabia and



Some of the participants in this year's YES program pose after arriving in the United States.

Qatar.

While in India, Bourland participated in a four day orientation program for the students to prepare them for their year abroad. The students were chaperoned to Washington D.C. where they were given additional orientation by members of the American Field Service (AFS), given a tour of Washington and met with U.S. State Department officials at Georgetown University.

Bourland has worked as a volunteer for AFS for over seven years and has hosted nine international exchange students in his home from Germany, Russia, Slovakia, Ukraine, Azerbaijan and Kazakhstan. AFS is

an international, voluntary, non-governmental, non-profit organization that provides intercultural learning opportunities to help people develop the knowledge, skills and understanding needed to create a more just and peaceful world.

Each year, AFS provides exchange opportunities to 11,000 students in homes for one academic year from over 50 partner countries. There are over 325,000 program alumni who have had unforgettable experiences. For further information on hosting or sending opportunities, you can visit the AFS website at www.afs.org.

Program...(From page three)

ment of the majority of state agency managers and leaders. Agencies such as Caltrans and the Department of Corrections and Rehabilitation, two of the largest departments in state government, face an urgent need for a succession plan that takes into account available time, money, and resources. By partnering with the al-

ready-established leadership programs of the College of Continuing Education, those resources can be stretched much further.

Caltrans began partnering with Sac State on leadership development five years ago, resulting in nearly 500 graduates to meet their retirement and hiring needs. The Department of

Corrections and Rehabilitation began its own partnership with Sacramento State on Jan. 11 to start to train and replace an estimated 1,500 retiring correctional employees each year for the next three years.

"One of the major organizational goals for the California Department

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Restoring Hope, Restoring Justice Conference

By Suzanne Neahaus
Victim Service Specialist

*(Editors Note: The conference was put on through the efforts of Victims Services Specialist **Suzanne Neahaus** of the Office of Victim and Survivor Services. Ms. Neahaus, who put this article together, assembled a rich team of victim impact speakers, facilitated training, which provided participants with tools to enhance their work with crime victims and survivors.)*

The Los Angeles Diocese's Office of Restorative Justice held a two-day conference on "Restoring Hope, Restoring Justice: On Working with Crime Victims and Survivors" on October 28-29, 2005.

There were a wide variety of training topics and materials covered in the conference, which in-

cluded, Restorative Justice, An Overview of Crime and Victimization, The Criminal Justice Response, Helping Crime Victims and Survivors, Post Traumatic Stress Disorder, Self-Care, Grief and Loss, Forgiveness, Gang Violence and The Impact of Crime on Victims.

Several victims attended the conference as group speakers to share their stories and give hope to the attendees. Rhuet and Rhonda Foster told the story of their young son, calmed by the words of this trusted mother as she attempted to flee the

gang shoot-out in which he was shot and killed. In addition, many of the participants shared their stories of pain and journey towards healing. Each spoke with tremendous courage and passion, determined to confront violence and create peaceful communities.

the two together and presented an opportunity for healing understanding. During the conference they sat side-by-side, embracing the spirit of forgiveness—a true example of restoring justice. With the permission of the conference participants, the reported prepared an article "Hope Re-

stored: Conference Addresses Life After Violent Crime," which was printed on the front page of the *Whittier Daily News* on Nov. 4.

The conference was attended by crime victims and survivors, victim advocates from both the Los Angeles County Dis-



Suzanne Neahaus, (fifth from left) poses with Restoring Hope, Restoring Justice Conference participants.

The only media representative permitted to attend the conference was a reporter from the *Whittier Daily News*. She had previously published an article about the young offender responsible for the vicious stabbing deaths of her adoptive father, sister and two brothers. In the article, the reporter denounced the offender's life sentence as too harsh a punishment for such a young girl. The article was very upsetting to the deceased's wife and mother, who were not interested in the woes of their family's killer.

However, the conference brought

district Attorney's and the City Attorney's Office, Crises Response Team Members from the Mayor's office, law enforcement personnel, correctional staff, victim services providers, community leaders, educators, mediators, bereavement and detention ministers and the religious community. Their evaluations of the training were outstanding, with sincere gratitude expressed for creating a safe place to learn and share, while getting equipped for such important and life-sustaining work.

15 MINUTES...*(From page four)*

ceived a PIA Certificate of Proficiency,

- No adverse work-related CDCR 128s or 115s within the last two years.
- Ratings of three or better on two consecutive CDCR 101s.
- Skill ratings of two or better on the PIA Final Evaluation.
- Attitude and performance ratings of two or better on the PIA Final Evaluation.

After nomination, Heidi prepares the inmate's work history and resume. She also provides materials, i.e., on federal bonding, State and federal tax credits, IRS package (if taxes are owed), child support, and education grant programs.

Q: How is PIA coordinating its efforts with local communities?

A: In September, PIA kicked-off its "Community Re-entry Project," a collaborative effort of community and faith-based organizations in San Diego that assists PIA inmates in transitioning back into the local area. The program establishes a network of

services that are coordinated by a central support structure—a team of transition coordinators. By assisting offenders to obtain services immediately upon release from custody, they can avoid situations that foster re-offending. The project is built upon the "best practice" of beginning the development of a reentry pathway for the parolee at least nine months prior to release. We will be replicating this project in other areas of the state in the coming year.

Q: What other changes are you proposing?

A: One area that we are reviewing is the process in which inmates are selected to participate in PIA. We are finding that if we can be more selective on the pre-screening of inmates, we can be more successful in matching them to the types of jobs that we have available. This will translate into greater success for them upon parole.

Q: How is your program funded?

A: Our only source of revenue is from the sale of our products and services. Many people may not real-

ize that PIA is self-funded. On one hand, PIA is just like any other business in that we must generate revenue to continue our operation. On the other hand, PIA is uniquely different from other businesses in that our primary objective is to hire as large an inmate staff as possible so the greatest number of inmates can receive job skills. This is contrary to the mission of most businesses. PIA balances our need to be competitive with our responsibility to provide training for the maximum number of inmates as possible.

Q: What do you see for the future?

A: While we made great progress this year, much more needs to be done. There is a need to hire more inmates as PIA only employs a small percentage of the total CDCR population. Our Strategic Business Plan provides the direction on how we will grow our business even further. I am projecting that this year we will increase our revenue to a total of \$187 million, which would set another record for the organization. We are also looking at developing a number of new and dynamic programs, which will further grow our inmate workforce and support CDCR's public safety mission.

Program...*(From page six)*

of Corrections and Rehabilitation is workforce excellence," CDCR Secretary Roderick Q. Hickman said. "Our success depends on our ability to attract, train, develop, and retain a qualified workforce. The partnership with Sac State and Caltrans puts us on track to attain that goal and ensure that we'll have qualified employees that will be well equipped in meet-

ing the demands of the corrections profession."

Fast Facts:

- A large number of retirements during the next five years will leave a deficit of correctional agency leadership.
- This program assures the "Best and the Brightest" amongst Ex-

ecutive Staff in all job classifications have the opportunity to pursue continuing education and management opportunities after attending the Leadership Development Program.

- More than 6,700 correctional officer staff will need to be hired over the next five years to keep up with the retirements.

RED CROSS..(From page four)

come is a mere \$7,500. This is a place where the alligator and water moccasin populations rival that of its citizens.

The next day we were briefed on the catastrophic damage Hurricane Wilma had left in Pahokee. We were told that besides the troubles caused by the hurricane, families also had to worry about being burglarized or robbed. Noting, Pahokee's crime rate is the worst in all of Florida. We were then told the National Guard and local police would be escorting us into town and that the town would be expecting us.

We were told there would be hundreds of families waiting for help at the local High school, a temporary shelter for the families who lost their homes. The anxiety, adrenalin, fear, and panic all set in, as we rolled into the school parking lot. It appeared that most of the people were happy to see us, but also desperate for relief. Nervously, we began the relief process.

The common efforts of relief is; to provide monetary allotments of \$335 for the head of the household and an additional \$300 for each additional family member up to a total of five, for a grand total of \$1535 per family...not much!

I knew that my duties in Client Services, documenting the family's personal accounts of the hurricane and its destruction, was a great service to the victims, but I didn't believe I was doing enough.

I was quickly assigned as a damage assessor. There is a lake next to the town called Lake Okeechobee and the Marina was totally destroyed. Every boat, every houseboat, and every motor home that stayed behind was destroyed. If you had a mobile

home, there was a 99 percent chance it was destroyed. Boats were thrown miles from their original site, cars on tops of houses, it was incredible. It's hard to explain, just how badly this town was destroyed.

The days were twelve to sixteen hours long and when we were off we had to drive seventy miles back to our own shelter in Palm Beach...what happen to the hotels, the Red Cross volunteer work reality set-in. The staff shelter was a Union Hall filled with cots separated by tables in the middle the room, women on one side and the men on the other. Light out at ten o'clock sharp. I thought of the families who lost their entire home. How selfish of me, to complain about the living conditions.

The relief effort in Pahokee went on for about four days. I was then reassigned to a small town of Belle Glade, approximately ten miles up the road from Pahokee. Belle Glade appeared to have sustained more damage than Pahokee, if that's possible. We were instructed to report to a church call St. Zion, in the middle of town. Again there were hundreds of families waiting, only this time we were ready and organized...well, we thought we were.

During my daily DA assessments, I realize there was a glitch in the system due to the multiple complaints from the families who houses were previously assessed. They were complaining that the drive-by assessments were not accurate and that you needed to go inside the house to see the damage.

I pondered the thought of going inside a home to see for myself, what damages we were not seeing. Therefore, during our normal assessment

route, we came upon the first house that had a lot of shingles blown off and a small hole in the roof. The first steps into the house, was disbelief. As we walked our shoes squished in the watery carpet. You could see the water bubbling in the drywall of nearly every wall. You could actually see water beads coming from the electric sockets. As you looked up at the ceiling, you could see large bubbling as if, any minute the water would come crashing down. You could smell the stench in the walls from the growing mold. The home owner asked if we would follow her into the other rooms. As we walked into the bedrooms we could see the large hole in the ceiling were the ceiling actually caved in from the weight of the water and the only thing left was the dripping installation.

I saw enough, I walk outside and stared at my partners. I told them this was definitely major. We turned towards the victim/volunteer and she said, "It's a no-brainer"! We told the home owner to come back to the church (Red Cross relief center) and we would instruct the client service personnel to provide the appropriate relief funds.

The twenty-one days adventure has now come to an end. We met a lot of friends, helped a lot of families, had a few laughs and felt a lot of sorrows. An experience, I know I will never forget. I know my partners and I are leaving the Red Cross experience with many unanswered questions. How will the families move forward? Will FEMA and the Salvation Army be there as promised? Will the friendships made, both victim/volunteer and Red Cross stay intact? And the biggest question of all, are we going to do this again?